

***Mayor Robert J. Duffy
City of Rochester***

Transition Team Final Report

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Executive Summary

On November 15, 2005, Mayor Robert Duffy appointed a team of Rochester citizen, labor, community and business leaders to assist in identifying issues confronting the new administration in the coming weeks, months and years.

Then Mayor-Elect Duffy named the chairs and vice-chairs of 10 transition sub-committees that included more than 150 people. The Mayor announced several days earlier the appointment of former Rochester Police Chief Robert Warshaw as the chair of his transition team.

The efforts of the Mayor's Transition Team were focused on the following subjects:

Economic Development
Education
Public Safety
Fiscal Health
Housing and Neighborhoods

Information and Communications Systems
Community/Intergovernmental Relations
Reengineering Government
Volunteerism
Youth Involvement and Action

The following recommendations reflect the views and opinions of the citizen members of the Transition sub-committees, which served as a resource for the Mayor and his Senior Management Team to formulate their governing strategy.

Recommendations in this Executive Summary reflect the short term or immediate action items each of the Transition sub-committees believed should take priority in a Duffy Administration. In many cases, one year and four year recommendations were included in the full reports. The full reports from each Transition sub-committee will continue to serve as a resource, not a guideline, during the Mayor's term in office.

The 100-Day Action Plan at the conclusion of this report lists the priorities Mayor Duffy has assigned to his Senior Management Team after reviewing the Transition reports. This agenda and the progress made on each priority over the coming weeks can be tracked at <http://thefirst100days.cityofrochester.gov>

The Mayor would like to thank the Transition members, especially those who volunteered to compile and edit sub-committee reports, for their contribution to this project. As a result of this concentrated work effort, the Mayor respectfully submits this Executive Summary on behalf of the Transition Team, with the hope that the information contained within it provides a framework to tailor City government to meet the challenges facing Rochester in the years to come.

Transition Team Mission

Charge from the Mayor

Mayor-Elect Robert Duffy appointed Transition Team members to ten sub-committees, with a charge to complete the following:

- ✓ Become familiar with Mayor-Elect Duffy's *Impact Rochester* position paper campaign platform;
- ✓ Become familiar with all relevant background briefing materials;
- ✓ Provide recommendations to help determine which campaign initiatives should be given priority, and propose short and long-term plans for these initiatives;
- ✓ Seek out community input regarding policy priorities by having key City officials and other subject area experts give presentations to the subcommittee;
- ✓ Evaluate the various strategies to implement the Mayor-Elect's goals on the basis of such factors as
 1. likelihood of yielding positive outcomes within the next 12 months and over the next four years,
 2. ease of implementation, taking into account any City government limitations,
 3. affordability;
- ✓ Prepare a consensus draft report recommending what action steps should be taken to implement these initiatives, within the first 100 days, one year and four years.

Armed with the Mayor's campaign initiatives, each of the sub-committees delivered a report outlining its findings to the Mayor-elect and Transition chairman. Full reports of the sub-committee documents can be accessed at <http://thefirst100days.cityofrochester.gov> or by contacting the Mayor's Office at 585-428-7045.

List of Transition Team sub-committees and members

Economic Development:

Chair: Wayne LeChase, Greater Rochester Enterprise

Vice-Chair: Christine Whitman, CSW Associates

Albert Algarin
James Anderson
Jim Bertolone, Rochester Labor Federation
John Billone, Jr., Flower City Management
Gary Bonadonna, UNITE HERE
Charlie Brown, Eastman Kodak
Scott Burdett, Flaum Management
Alfred Burgos, Burgos Income Tax
Hugh Chambers, Your Copy Shop
Dan Conte, IBEW
Dick Crossed, Conifer Realty
Dan DiLoreto, Bausch & Lomb
David Dworkin, LLD Enterprises
Joe Fiorie, J. Fiorie & Co.
Eli Futerman, Hahn Automotive
Larry Glazer, Buckingham Properties
Michael Harf, EMCO Commercial Flooring
Mark Iacona, Simcona Electronics Corp.
Dennis Kessler, Kessler Group
Joe Klein, Klein Steel Service
Elliot Landsman, Landsman Development
Sarah Lentini, Arts & Cultural Council for Greater Rochester
Ruby Lockhart, Garth Fagan Dance Company
Timothy McCauley

Dennis Michaels, Dominion Rochester
Hon. Joseph D. Morelle, New York State Assembly
Dennis Mullen, Greater Rochester Enterprise
Ben Munson, Prince Realty
Sandy Parker, Rochester Business Alliance
Gary Passero, Passero Associates
Erik Rhodes
Ted Richardson, St. John Fisher College
Peter Robinson, University of Rochester Medical Center
Mario Rodriguez, Fibertech Networks, LLC
Kelly Saucke
Albert Simone, RIT
Mark Siwiecek, ReMax Realty Group
Mark Stevens, S.B. Ashley & Associates
Tim Tompkins, Prince Realty
Sam Trapani, Springwaters Inc.
Charlie Vita, Citizens Bank
Brad Wolff, Shadel Company
Ron Zarrella, Bausch & Lomb
Heidi Zimmer-Meyer, Rochester Downtown Development Corporation

Education:

Chair: Dr. Sam Walton, St. John Fisher College

Vice Chair: Peter Otero, Monroe Community College

Mazi Barkari
Lloyd Bean
Carl Carballada
Jana Carlisle, Rochester City School District
Walter Cooper
Dan DiClemente, BENTE/AFSCME
Domingo Garcia, Ibero-American Investors Corp.
Ray Giamartino, St. John Fisher College
Vicki Gouveia, ASAR
Beatriz Lebron
Dr. Peter Otero, Monroe Community College
Juan Padilla
Duffy Palmer

Manny Rivera, Rochester City School District
Bridget Shumway
Al Simone, Rochester Institute of Technology
Gary Swanson, Iron Workers Local 33
Dr. Adam Urbanski, Rochester Teachers Association
Dr. Miriam Vazquez, Eugenio Maria de Hostos Charter School
Rosemary Villarubia, Rochester City School District
Dr. Sam Walton, St. John Fisher College
Danny Wegman, Wegmans Food Markets

Public Safety:

Chair: John Klofas, Rochester Institute of Technology
Vice Chair: Howard Relin, former Monroe County District Attorney

Hanif Abdul-Wahid, Monroe County	Bishop James McCullough, Faith Temple Apostolic Church
Doug Ackley, Teen Empowerment	
Tim Czapranski, Monroe County Public Safety Training Facility	Gary Mervis, Camp Good Days & Special Times
Hon. Ben Douglas, Rochester City Council	Rev. Elias Nieves
Hon. Mike Green, Monroe County District Attorney	Patrick O'Flynn, Monroe County Sheriff
Henrietta Herriott	Chief Gerald Pickering, Law Enforcement Council
Steve McClary	Audrey Smith

Community Relations/Intergovernmental Relations:

Chair: Hon. Susan V. John, NYS Assembly
Vice Chair: Joel Seligman, University of Rochester

Ken Armes	Hon. David Koon, New York State Assembly
Hon. John Auberger, Town of Greece	Darryl Porter, Rochester City School Board
Hon. Moe Bickwheat, Town of Mendon	Rev. Fannie Reaves
Jim Bowers	Betsy Relin
Hon. Maggie Brooks, Monroe County Executive	Hon. Joseph Robach, New York State Senate
Sarah Clark, Office of Senator Hillary Clinton	Imam Mohammed Shafiq, Islamic Center of Rochester
Hon. Jose Cruz, Monroe County Legislature	Hon. Louise Slaughter, U.S. House of Representatives
Chris Doyle	Ken Warner
Wanda Dudley	Bishop James Wright, Progressive Church of God in Christ
Dan Dwyer	
Thomas Fink	
Jane Ford	
Joe Hamm, Office of Senator Charles E. Schumer	

Fiscal Health:

Chair: Tom Richards, Rump Group
Vice Chair: Robert S. Hurlbut, ROHM Services

Dennis Bassett	Jennifer Leonard, Rochester Area Community Foundation
Ron Behan, Unicon	
Bob Bergin, RG&E	David Mack, Excellus Blue Cross Blue Shield
Howard Berman, Excellus Blue Cross Blue Shield	Pat Malgieri, Boylan, Brown, Code, Vigdor & Wilson
Ursula Burns	Ron Paprocki, University of Rochester
Bill Carpenter, Monroe County Office Building	Geoff Rosenberger
Jose Coronas, Trillium Group	Don Tomeny, B&L Wholesale Supply
Sergio Esteban, LaBella Assoc.	
Paul Haney	
Peter Kaplan	

Housing and Neighborhoods:

Chair: William Clark, Urban League of Rochester

Vice Chair: Pat Tobin, Christa Development

Alma Balonon-Rosen, The Enterprise Foundation

Kim Bumbry

Dan Buyer, South Wedge Planning Committee

Rev. Joseph Carter, Antioch Baptist Church

Jim Costanza, Costanza Enterprises

Richard Crossed, Conifer Development

Tony DiMarzo, Mark IV Construction

Pat Domaratz, NYSUT

Robyn Fitzgerald, Northwest Community Services

Andy Gallina, Gallina Development

Joe Hanna

Chris Hilderbrandt, Center for Disability Rights

Pat Jackson, Southwest Area Neighborhood Association

Brian Kane, Interfaith Action

John Lippa

Jean Lowe, Greater Rochester Housing Partnership

Saul Maneiro, Housing Council

Bob Miglioratti, Greater Rochester Association of Realtors

Hon. Carla Palumbo, Monroe County Legislature

John Perticone, UA Local 13

Anne Peterson, The Housing Council

Stewart Putnam, Unity Health System

Josanne Reaves

Douglas Rice

Joan Roby-Davidson, 14621 Neighborhood

Association

Pearl Rubin

Ralph Spezio

Gary Stern, Stern Properties

Bob Tait, Home Leasing Corp.

Pat Tobin, Christa Development Corporation

Ivette Torres, RGS

John Smith, Interfaith Action

Frank Cornier, NCS Community Development

Dana Miller, Sector 4 CDC

Carolyn Vitale, ULREDC

Sally Partner

Information and Communications Systems:

Chair: Arunas Chesonis, Paetec Communications

Vice Chair: Dawn Tobin, Tobin & Associates

Joseph Becker, RCC Consultants

Lisa Bobo, City of Rochester

Jason Curtis, Peer Connect

Jorge Diaz-Herrera, Rochester Institute of Technology

Richard Goldstein, City of Rochester

Michele Gottorff, PAETEC Communications

Thomas Green, City of Rochester

James Hawkins, Rochester Police Department

Mike Kozak, Rochester Police Department

George Markert, Rochester Police Department

Dan Martin, PAETEC Communications

Patrick Miller, University of Rochester Simon School

Jim Raub, PAETEC Communications

Jim Salviski, Logical Solutions.net

Chris Wagner, City of Rochester

Reengineering Government:

Chair: Julio Vazquez, Ibero American Action League

Vice Chair: Andrew Turner, Rochester Institute of Technology

Thomas Charles, Operating Engineers Local 832
Susan Cowell, Ace Mailing Services
Thomas Cray, Veterans Outreach Center
Betty Dwyer
Bob Enright
Sergio Esteban
Tony Gingello, AFSCME, Local 1635
Monica Mattioli, Roberts Wesleyan College
Eugenio Marlin, Ibero-American Action League
Joseph Montesano, IAFF, Local 1071
Bob Mulvaney, City of Rochester

Sharon Napier, Partners & Napier
Frank Orienter
Elizabeth Ortiz, Silk Creations
Alfredo Ortiz, Silk Creations
Andrew Quagliata
Brie Rathmann
John Rodriguez
George Romell, YMCA
Anthony Testa

Volunteerism:

Chair: Howard Berman, former CEO, Excellus

Vice Chair: G. Jean Howard, Wilson Commencement Park

Ann Marie Cook, Lifespan
Judy Columbus
Walter Cooper
Barry Culhane, Rochester Institute of Technology
Yvonne Donnelly, Junior Achievement of Rochester
Jean Howard, Wilson Commencement Park
Josh Kunkler, Rochester Cares
Jennifer Leonard, Rochester Area Community
Foundation
Dr. Carlos Ortiz, Highland Hospital

Carolyn Portanova, Catholic Family Center
Rev. Enrique Rivera
Ted Richardson, St. John Fisher College
Peter Saxe, NET Administrator for Area D
Tom Toole
Marion Walker, JOSANA

Youth Involvement & Action:

Chair: Elaine Spaul, Center for Youth Services

Vice Chair: Keenan Allen, Pathways to Peace

John Premo, Rochester Works
Alida Merrill, Mount Hope Family Center
Margaret Porter, Rochester City School District
Joan Bickweat, Monroe County Youth Bureau
Chris Dandino, Monroe County Youth Bureau
Carla Boyce, Monroe County Youth Bureau
Nancy Johns Price, City of Rochester
Jackie Campbell, City of Rochester
Dr. Kathy Plum, Monroe County Office of Mental Health
Neilia Kelly, Monroe County Office of Mental Health
Jody Levinson Johnson, Coordinated Care Services
Initiative
Sheila Driscoll, Metro Council for Teen Potential

Jordan Donaldson, Youth representatives
Eileen Santiago, Youth representatives
Eric Glenn, Youth representatives
Rod Jones, Youth Services Quality Council
Dee Banks, Youth Services Quality Council
Joan Hildebrand, Youth Services Quality Council
Dr. Richard Kreipe, Strong Memorial Hospital
Jana Carlisle, Rochester City School District
Tom Haschmann, Office of Alcohol and Substance
Abuse Services

Methodology

Subcommittee reporting strategies

Economic Development: To achieve the goals identified in Mayor Duffy's *Impact Rochester* platform, the sub-committee divided its research and reporting into three key areas: an evaluation of the Department of Economic Development, an assessment of Rochester's existing assets, and an exploration of strategic initiatives necessary to jump start regional economic development.

Education: As Mayor Duffy is committed to support efforts that ensure high quality education and support services for Rochester's children, this sub-committee supports four principal goals including improvements in student attendance, student behaviors in and out of school, student achievement, and graduation rates.

Public Safety: Seven key concepts reflect this sub-committee's view of the underlying principles that should guide violence reduction efforts in this community. Violence prevention efforts should be strategic and based on the best practices available. Early intervention and prevention of violence through the provision of services and through criminal justice intervention should continue to play a significant role in efforts to reduce violence. Collaboration and comprehensiveness should be hallmarks of local violence reduction efforts. Violence prevention must be a constant and ever-present part of the City's regular business. Lastly, planning for violence reduction should be an ongoing process marked by research, evaluation and reformulation of strategies.

Housing and Neighborhoods: This sub-committee formed further sub-groups to work on the critical topics this sub-committee felt were of the highest priority for the Duffy administration: Housing and Neighborhoods, Comprehensive Planning, Quality of Life, and the Urban Village concept.

Streamlining Government: This sub-committee followed *Impact Rochester's* four-pronged approach to improving the City's performance and quality of life: "Rochester by the Numbers," a 311 program or "One Call to City Hall" citizen service center, a ROC the Government Coalition and the upgrade and integration of information systems. Recommendations were organized under categories or themes of City Hall culture, existing structure, and current process issues.

Mayoral Campaign Themes: *Impact Rochester*

Impact Rochester, then Candidate Duffy's plan for City government, addresses the key issues we face as a community: Public Safety, Education, Economic Development, Housing and Community Development, and Streamlining Government. Full text of this campaign document is available at <http://www.duffyformayor.com> or through the Mayor's Office.

The platforms from *Impact Rochester* provided the basis for Transition Team research and final recommendations.

Public Safety

Coordinate Criminal Justice Efforts: A formal planning process should be adopted jointly with Monroe County which will increase city and county coordination, and where possible, the combining of City and County public safety resources.

Increase Availability of Personnel: The Rochester Police Department will operate at its authorized strength, which can be accomplished by strategic over-hiring. The selection and hiring process will also be streamlined, offering the civil service test for entry level police officers more frequently and shortening the process from test to academy class.

Reduce Violent Crime: Insure that the programs which have shown success, such as Project Exile, will continue and that crime teams will have the resources necessary to carry out their assigned missions. Renewed emphasis will be placed on the Gun Stoppers Program. Those involved with developing strategies will be charged with reducing the number of illegal firearms in our community by using new models and best practices.

Implement Comprehensive Drug Strategies: A comprehensive approach to drugs will include demand reduction strategies; enforcement efforts that increase risk of selling and buying drugs; strategies reducing open air or residential markets; patrols increasing the difficulty of locating drug markets; environmental redesign efforts; comprehensive treatment strategies that provide alternatives to users; and any available city resources including code enforcement and critical partnerships with non-government assets.

Fire, EMS and other Emergency Services: Reduce the number of vacant structures through funding and lobbying insurance carriers to ensure market valuation. Evaluate the need for additional services in Charlotte/Northwest. Assemble a team to review current contracts with Rural/Metro for EMS services. Pursue revenue opportunities with EMS.

Other strategies: Using the Hargrave-Miller report to continue to improve police-community relations in Rochester. Explore Community Court in Rochester. Strengthen victims services, expand outreach work, and coordinate grant funding.

Education

Establish and Co-Chair Leadership Council: This would be coordinated with the RCSD Superintendent and members from the business, education and non-profit community. This collaborative will support expansion of the Hillside Work-Scholarship Connection and work

with the RCSD to enforce an anti-truancy program, support quality early childhood and after-school programs, use City physical resources to support student achievement, work with the RCSD to improve Support/Wellness Centers, and expand apprenticeship and other job training programs.

Establish and effectively enforce an antitruancy program: With inadequate District-wide resources devoted to truancy-prevention and intervention, addressing truancy at the elementary level needs to become a priority initiative for the RCSD.

Support Quality Early Childhood and After-School Programs: Use the Mayor's bully-pulpit to raise public consciousness about the advantages for parents and children of accessing regulated day care and after-care programs wherever possible, with their greater likelihood of high quality, accredited, and educationally-stimulating supervision.

Use City Facilities in Support of Student Achievement: City recreation centers and libraries will link with day care centers, schools and community agencies to provide after-school programs. A targeted pilot effort will test the level of demand and use of school facilities at night, on weekends and in the summer, and will evaluate cost effectiveness and practicality for City-wide use.

Improve Effectiveness of Student Support/Wellness Centers: City Hall will work with the RCSD to apply the concepts of support center services to provide comprehensive support to elementary children and their families in our highest-risk neighborhoods, as exemplified by Geoffrey Canada's Children's Zone proposal. The RCSD will adopt and implement a District-wide, measurable parent involvement process.

Expand Youth Apprenticeship and Other Job Training: We will aggressively work with the Workforce Investment Board, building trades, and nonprofits like the Urban League, to expand youth apprenticeship and other job training programs. We will also work to increase enrollment in high demand programs such as health technologies, IT, hospitality and service, and to expand programs such as the Certificate of Employability.

Economic Development

New Focus for Department of Economic Development: This department will combine Economic and Community Development functions in order to maximize coordination and reduce administrative overhead. The establishment an Economic Development Impact Team will advise the Mayor on how the City should best move on critical projects that are essential to encouraging job growth and investment in this region, not just in the City.

Promote expansion of residential/commercial development: Endorse the preliminary determinations of the Urban Land Institute, and commit to doubling the number of downtown housing units by 2010. Confront the under-utilization of these centrally-located properties and develop concrete recommendations within the first 100 days of a Duffy administration for Midtown/Sibley's. Successful waterfront development of property in the surrounding Charlotte area must be a City priority.

Financing of Subsidies: The Renaissance Square project holds great promise for rejuvenating Main Street, but will likely sustain an annual operating deficit, as do other public facilities. We will identify options for consolidating the governance/financing of these public facilities that benefit the entire community, in order to maximize return on our investments, reduce administrative overhead, and minimize combined subsidies.

Erie Canal Restoration Project: We will work with west-side community groups and developers to explore feasibility of restoring the old Erie Canal in the former subway bed running from Broad Street downtown, just west of the Aqueduct, to the Brown Street Basin.

Create a “One Stop Economic Development Shop:” The Economic Development Department will operate as a one-stop shop to maximize job growth and investments in industrial, commercial, retail and residential developments throughout the City. The administration will adopt non-bureaucratic, customer service standards. Such as, assembling a guaranteed number of shovel-ready building sites within our first year in office and processing all building applications and permits within 45 days of receipt by the City.

Rochester Seed Venture Capital Fund: Propose that the City, in partnership with the private sector (including the banking institutions doing business with the City) and other levels of government, take the lead in forming and funding a Rochester Seed Venture Capital Fund. The goal of which is to provide funding for new companies.

Project Labor Agreements (PLAs): Support the utilization of PLA’s to encourage growth in our local workforce while ensuring the lowest responsible costs for taxpayers on municipal infrastructure projects in the City of Rochester.

Focus on job retention: As education and economic development are inextricably linked, we propose the expansion of successful programs like Hillside Work Scholarship Connection and a renewed commitment to youth apprenticeships and job training programs. We will aggressively pursue existing programs and benefits such as New York State Empire Zones, community renewal zones and creative utilization of the powers of the County of Monroe Industrial Development Agency to drive down some of the costs that make doing business in our State, and in our region, so problematic.

Other initiatives: Maximize City governmental efficiency to reduce the tax burden and ensure that all revenues are used effectively for critical services. Work closely with the County of Monroe Industrial Development Agency to consider the development of enhanced tax exemption and abatement benefits beyond those currently in place for businesses that locate and expand in the City and hire its residents. Support the growing importance of the arts and cultural organizations to the economic well-being of our community by working with groups such as the Arts and Cultural Council to make the work of individuals and businesses engaged in the arts financially sustainable.

Housing & Community Development

Comprehensive Housing Plan: A consolidated, citywide plan of action is needed to ensure the effectiveness of City programs aimed at new residential, subsidized and mixed-use housing and

the expanded demolition of vacant homes. This Plan will be shared with the public, and will set targets for rehabilitations, demolitions and construction in progress to be updated quarterly. We will explore the creation of a land bank authority that can reduce the obstacles that prevent productive reuse of abandoned properties and convert large quantities of tax-reverted properties into productive, tax generating assets.

Development and Zoning: We will expand the Request for Proposal (RFP) process to include more information for developers on finance options, tax incentives, and other economic incentives and make permit applications available for printing online. We will pursue electronic permitting to automate and streamline the building permit process, and define a code enforcement process that is fair to all yet provides enforceable assurances that will deal with proposals, bids and violations quickly and consistently.

Lead Paint: Rochester has the opportunity to become a model for the country in making our homes lead-safe by 2010. We must engage landlords to conduct primary prevention methods on their properties by providing a mix of private low-or no interest loans with grant funding for owners who work with licensed inspectors and certified contractors. In the long-term, the City will apply for a HUD grant in line with average lead safe measured costs compiled by Rochester's Get the Lead Out (GLO) program.

Neighbors Building Neighborhoods/Neighborhood Empowerment Teams: The Department of Community Development will be responsible for creating universal structures across NBN sectors, reflecting community issues such as crime, drugs, education, economic development, landlords and tenants. "Rochester by the Numbers" will ensure on-going evaluation of all NET offices, their accomplishments and areas for improvement.

Sustainable Housing Initiatives: A broad range of housing incentives will be tailored to help the city attract and retain targeted groups: employees and young people. This will include relocation assistance, reduced utilities, housing grants, reduced-price homes, low-interest mortgages, tax credits and assistance with down payments and closing costs. The Department of Community Development will work with existing homeownership counseling agencies to confidentially track defaults and requests for assistance.

Department Administrative & Finance Issues: A review of the Department of Community Development is necessary to produce consistency and effectiveness across bureaus, especially in bid procurement policy, management of resources from Federal and City Development Funds, and program evaluation. The Department will require a detailed report of outcomes with city grant funds to ensure administering agencies are meeting Department goals and objectives stated in its Community Development Program Annual Action Plan.

Annual Community Clean-Up: We will collaborate with neighborhood organizations, business and community groups to plan a massive community clean-up. Our goal will be to identify and map all areas of blight, vacancy and disrepair that will culminate in a regional clean up effort over several weeks in the spring of 2006. We will seek corporate sponsorships and contributions from the private sector to assist us. The resources will go primarily to landscaping, parks and street repairs and removal of trash.

Streamlining City Government

“Rochester By the Numbers:” City Hall’s leadership team will choose performance goals and measures for all City departments focused on quality of customer service, speed of response to requests/complaints, and efficiency of processes. We will challenge City workers to meet standards for timely and accurate service, such as 45 days to successfully process building applications and permits.

“ROC the Government” Commission: A 90-day Commission will provide an independent assessment of whether we can save money, while retaining services necessary for quality of City life, in the largest departments. We will be open to the full range of ideas, including service delivery with other governments and outsourcing to the nonprofit or private sector. The ultimate goal is re-engineering how work is done or even elimination of services.

311/One Call to City Hall: “311” will be the single point of entry number for all nonemergency services, just as “911” is for emergencies. Every person with a question, need for service, or great idea about the City will need to call just one number.

Upgrade Information Systems: We will initiate a review by internal and external experts of all City information technology to create a cost-efficient Enterprisewide Information Management System. We will eliminate duplicate data, maximize data sharing, consolidate hardware and software, and increase public online access to City databases. In the process, we will use our databases with the express purpose of improving customer service.

Recommendations

Economic Development

Jobs Upstate: Reaching out to local companies to pony up with new buildings is one kind of effort needed to help revitalize downtown with jobs and ultimately, new residents. There is also an opportunity to recruit downstate professional service businesses to relocate here. The state-legislature-controlled costs of doing business in New York State is in part a cause for Rochester's economic decline and it remains as the greatest threat to her economic future. An upstate coalition of Mayors and county executives needs to be assembled to lobby Albany for change.

Schools: The City cannot achieve the economic vitality it desires if its schools are substandard. The school district must be accountable for, and make significant changes to mitigate costs and reduce the tax burden while substantially increasing overall student performance.

Downtown Rochester: Of most importance to downtown revitalization is the establishment of a good comprehensive long-term plan that effectively brings residents, businesses and professional offices back to the City. All three types of uses are essential. The need is to be able to live, work, shop and play downtown. Any plan that contains all of these components will have much greater chance of success. With extensive state subsidies and grants for renewable energy projects Rochester must closely examine the feasibility of such ventures, possibly in the middle and lower falls on the Genesee River.

The Erie Canal / Subway Bed: It is the sub-committee's position that if federal and/or state funds are available, then the choice would be to refurbish/stabilize and make it "development ready" so proposals could be solicited. If funds are only available to fill-in the Subway Bed, then the City should look to private developers and/or public funds to determine if a development is possible prior to the "filling in" of this site. Ideas generated by the sub-committee include a light rail service, Erie Canal reconstruction, below-grade pedestrian parkway, a recreation center, exposition center, arts district or entertainment center.

The Port of Rochester: This area can be of great economic benefit to our community, and continued development in the Charlotte lake front area is recommended. The sub-committee's proposed plan would transform Charlotte into a year-round destination with hotel accommodations, an indoor water park, shops and restaurants, an outlet mall and a transient boating marina to accommodate summertime boating traffic. The location of a casino in the Charlotte area is also recommended as a revenue generator for the City.

National Center for Entrepreneurship: This proposal would dramatically change downtown through the creation of a higher education learning center coupled with a national hall of fame and a major incubator center. It includes three primary initiatives: 1) a National Entrepreneurship Hall of Fame, a museum and educational facility that highlights successful business history; 2) the Center for Entrepreneurial Studies, a joint venture with a local college or University that may be housed in Renaissance Square as a business "Think Tank" with course offerings; 3) The

Entrepreneurial Incubator Center, also housed in Renaissance Square with locally sponsored projects and research initiatives.

Economic Development Department: It is important to ensure that all senior staff within this department have prior experience properly evaluating deals and constructing RFPs and contracts for the redevelopment of City-owned property and services. It is recommended to convene advisors from the business community as needed to provide advice and evaluation for particular issues and situations, blended with City staff involved in a specific project. Additionally, the City should not be running businesses or managing real estate assets. Development plans must have a defined, market-realistic, exit strategy for the City should they become financially untenable given unanticipated outcomes and market conditions.

Business Community Role: This standing group might be constructed as a larger “stable” of talent with experience from the legal, real estate development and business operations spheres that can be pulled in as needed to provide advice and evaluation for particular issues and situations and blended with City staff on specific projects.

Managing Real Estate Assets: It is inappropriate for the City to enter the competitive market as a developer/owner for several reasons: (A) if the private market “passes” on a project, the City should be extremely wary of jumping in, as future financial losses may be significant; and, (B) the City lacks the internal skill set for the long-term management of private market projects.

City’s Role in Development: The City has rightly asserted this role in a number of situations that have resonated with City Council and the public. However, many of these contracts, purchases and agreements do not have a defined, market-realistic, exit strategy for the City should they become financially untenable given unanticipated outcomes and market conditions. This is also true for situations when the market rallies, and the opportunity emerges to turn the project over to a private developer or operator at a profit to the City

“Up-sourcing:” This City campaign can highlight the fact that the New York City metro area is the only market in North America over which Rochester has a straight cost advantage. Rochester should begin an aggressive campaign that promotes the low cost of living, quality of life, extremely short commutes, and greatly reduced cost of doing business over NYC. We should also court downstate companies that fit within our core competencies and promote the millions of vacant square feet of commercial office space downtown leasing for roughly one fifth of comparable space in Manhattan.

Tourism: The sign of a successful city center is one saturated with tourists eating, shopping and looking for entertainment. Despite an active Visitors Bureau, Rochester lags cities of comparable size given facilities/venues/events that are not competitive. The sub-committee recommends that the Economic Development Commissioner supervise Citywide tourism efforts,

and that a list of existing and possible tourist attractions be assembled and evaluated by the incoming Department Commissioner.

Education

Establish/Co-Chair Leadership Council with the RCSD Superintendent: Invitations to a Leadership Council should go to the County Executive; President of the United Way; Chair of the Rump Group; Chief of Police; Union leadership; and representatives from early care and health care systems, youth services organizations, higher education, and the Rochester community. The Council will meet quarterly to monitor progress and collaboratively make mid-course corrections based on results. The Mayor and RCSD Superintendent will conduct annual community forums and news conferences to share information and respond to questions on the progress and impact of the initiatives.

The Mayor's Office and RCSD Superintendent, in collaboration with identified stakeholders, shall establish a common agenda, related action items, work plans and time lines consistent with identified outcomes. The action items should include specific accountability measures and applicable qualitative and quantitative data processes to measure progress. "Public Reporting" mechanisms also need to be identified to ensure open and regular communication with the public.

Support Expansion of the Hillside Work Scholarship Connection (HW-SC): The Mayor's Office should work to build on the success of this program and seek additional funding from all segments of the community to expand the program including the RCSD, Monroe County, City, United Way, foundations and the business community. The City should also increase financial support to the RCSD to support expansion of the HW-SC model based on continued program success.

The Mayor's Office, RCSD and HW-SC should seek new sources of funding and work with Supplemental Education Services (SES) providers to develop a targeted program of academic intervention and assistance. The RCSD should identify a central office liaison to provide greater assistance and support to the HW-SC program at the building level. HW-SC should conduct an external evaluation of its program, implement a direct marketing campaign and develop formal partnerships with area postsecondary institutions.

Establish an Effective Anti-Truancy Program: The Mayor's Office and RCSD will develop and implement an anti-truancy program that includes alternatives to suspension models, with policies that include procedures requiring immediate follow-up with parents of late/absent students. The RCSD should identify and monitor students who exhibit a pattern of absenteeism and refer such students to a Student and Family Support Center's Case Manager for intervention services.

The Mayor and RCSD Superintendent will establish a formal partnership that includes the Rochester Police Department, faith community, human service agencies, county representatives, and businesses and other organizations to support the anti-truancy program. With the County

Executive they will create a task force to review and modify policies, procedures and practices that promote high student and family mobility.

Support Quality Early Childhood and After-School Programs: The Mayor's Office in collaboration with the RCSD, child care providers, and appropriate leadership will develop a marketing and communications plan highlighting the merits of accessing high quality day care, district approved Pre-K programs, and after care programs. They will advocate for more funding to support Universal Pre-Kindergarten Programs and child care subsidies and will work with the City's Department of Parks, Recreation and Human Services to target the 21st Century Learning Grants to improve the quality of after-school programs.

The Mayor's Office will work with the greater Rochester After-School Alliance to evaluate and consolidate the numbers of after school programs, including those run by the City, to reduce under use and strengthen the educational value. They should also work with the RPD, RCSD, County, Courts, Safe Start and nonprofit organizations to more effectively collect and share data to prevent and treat children exposed to family violent disturbances and crime.

Use City Facilities in Support of Student Achievement: Examining current community use of schools in disparate neighborhoods, the Mayor's Office will work with the City's Recreation Centers and libraries to link with day care centers, schools and community agencies to provide: after school programs; counseling; tutoring; mentoring; homework coaching; literacy; health promotion; and anger management/dispute resolution.

The Mayor and RCSD Superintendent will collaborate on developing and implementing a pilot program designed to expand community use of 3-5 facilities in disparate neighborhoods throughout the City to provide student achievement support activities at night, on weekends and in the summer and will collaboratively evaluate the outcomes, cost benefits and effectiveness of the pilot program to determine its potential use city-wide.

Improve Effectiveness of Student and Family Support Centers and Parent Involvement: The Mayor should request an evaluation of all Student and Family Support Centers on the extent to which they impact attendance, academic performance, behaviors in and out of school, and graduation rates. The evaluation results would determine each centers performance on the above outcome measures and future funding levels.

The Mayor will work with the RCSD Superintendent to develop a policy and corresponding procedures and processes for approval by the Board of Education that ensures parent involvement at all levels of the education system, and district accountability to community concerns.

Expand Youth Apprenticeship and Other Job Training Programs: The Mayor should request, with oversight, that the Workforce Investment Board, building trades, business leaders, and non-profits expand youth apprenticeship and other job training programs. The Mayor's office will work with education providers such as the RCSD, BOCES, the Educational Opportunity Center, and others to increase enrollment in high-demand, career-oriented programs and to expand programs such as the Certificate of Employability to match demand for work with the supply of young labor.

The Mayor should convene a Task force on School to Career Opportunities to: inventory existing programs; assess the match between existing programs and current and future market demands recommend refinements and new models accordingly; identify and address barriers preventing student participation; and develop incentives and rewards to enhance student participation.

Support the Creation of the Rochester Children's Zone: The Mayor will collaborate with the RCSD Superintendent, County Executive, City Council, County Legislature, State and federal legislators, business leaders, neighborhood residents and organizations, and others to create a Rochester Children's Zone proposal designed to provide comprehensive support to children and families in the City's highest risk neighborhoods in Northeast Rochester.

Public Safety

Prevention, Intervention and Aftercare: It is recommended that a Commissioner of Prevention position be created that is responsible for developing a comprehensive prevention/intervention strategy that will compliment major crime control, other public safety, and law enforcement administration with the responsibility to accomplish the following tasks.

The Commissioner would serve as the liaison from the City of Rochester to the Rochester City School Districts Children's Zone and develop a plan to integrate all prevention strategies county-wide; the goal being to eventually eliminate all system disconnects and to provide Rochester and Monroe County a collaborative seamless system for prevention/intervention.

Major Crime Strategies: It is recommended that the City of Rochester and the Rochester Police Department engage in strategic, research-based, and coordinated initiatives in four major areas; guns, street and gang violence, drug markets, and domestic violence. Efforts to reduce illegal gun possession and use should be the primary focus of the City's crime reduction plan, and as such, the gun reduction effort should be incorporated into each of the other three initiatives.

A multifaceted approach to the issue of illegal guns is needed that works with Project Exile and the community. A cooperative, data and research driven anti-violence and gang effort is needed that embodies the Ceasefire/IMPACT concepts. Any comprehensive drug strategy must involve a serious demand reduction component and a collaborative program designed reduce violence. The City will engage in an Impact/Ceasefire-type of collaborative approach to domestic violence that includes aggressive enforcement and prevention strategies.

Police and Criminal Justice Administrative Issues: A second RPD reorganization evaluation should be undertaken and the results of both should be considered before any changes or adjustments to the current structure are decided. The concept of a minimum staffing requirement for patrol districts/first responders should be potentially adopted as Departmental policy or City Council resolution. In the sub-committee's evaluation of NET, it appears that the Police may be over-involved in the program by default.

A consortium of minority clergy members from City congregations should be reinstated, possibly in conjunction with the "Interfaith Council," to maintain open lines of communication between local police executives and leaders within the minority faith communities. Resources that are dedicated to volunteer crime prevention programs should be examined and evaluated, as some are waning as a result of inadequate support.

If there is any change to the entrenched Civil Service system, it will require strong legislative support and will not be a short-term strategy. A community recruitment program based on a model used in Sacramento, CA uses active involvement in the recruiting process by leaders within minority communities. Alternatives to shorten the Civil Service testing process include a military waiver and the Police Trainee program, a cooperative work-study program that once existed within the RPD. The subcommittee strongly recommends that additional police personnel be assigned specifically to recruiting.

Other Public Safety Issues (Emergency Management): The sub-committee recommends allocating fire department operating funding at Maintenance of Effort level during the 2006/07 fiscal year. The Fire Chief should have a charge to identify efficiency savings within the current command structure, evaluate the priority of Capital Improvement Projects and explore the possibility of increased bonding authority levels designated for fire station improvements. The Chief should also report on the cost and benefits of funding a full-time emergency manager.

The sub-committee recommends assembling a multi-disciplinary team comprised of members from Fire, Law, Emergency Communications, and extend an invitation to the Monroe County EMS Coordinator's Office to participate. This multi-disciplinary team would be charged with reviewing current contract language and making recommendations relevant to content, extension, and any other perceived changes.

A Mayoral representative should attend meetings of the 911 Operating Practices Board (OPB). The sub-committee notes that the existing City / County joint operating agreement is due to expire in October, 2006. It is recommended to charge the Law Department to review this agreement and seek input from Police, Fire, and EMS for any perceived recommendations.

Housing and Neighborhoods

Comprehensive Housing Plan: Housing policy must be designed to make Rochester an attractive housing choice, deconcentrate poverty, address changing population demographics, foster a diverse economic mix, be informed by neighborhood residents and contribute to the City's tax base. The sub-committee recommends the commission of a market study that looks at demand for all housing types downtown and in the neighborhoods.

The Department of Community Development (DCD) should implement a process to update the City's housing policy for both rental and homeownership and develop a housing plan based on market information. The plan should include all stakeholders to articulate a shared vision for the goals of the City's new housing policy, assess the current housing system, inventory resources and list potential incentives including cost benefit analysis for implementing City housing policies.

Positive investment and development climate: There should be strong encouragement for both profit and non-for profit developers to view the City as a desired location for their potential projects. The zoning and permitting process must be clear, transparent, efficient and user-friendly, with information and forms online. Employees need a clear understanding of codes and zoning issues along with a simplified master plan for City development.

It is necessary to establish a One Stop Development Center to provide a single point of contact to streamline the approval process, as well as a cooperative pre-development meeting process involving all agencies to resolve all development issues at one time. The sub-committee recommends a unified organizational structure between the Department of Community Development and the Economic Development Department under the authority of a common command or "czar". This person should determine the skill sets and training needs of DCD employees, integrate neighborhood-based development policies and establish opportunities for gathering stakeholder input on development.

Housing marketing strategy: Develop a program to market the City, ascertain what programs are necessary to assist areas where landlords are struggling due to soft rental markets and determine whether tax abatement programs such as promoting downtown living are cannibalizing other neighborhoods.

Communication with stakeholders regarding housing and neighborhood development needs to occur on a regular basis. Work with the Rochester Housing Authority (RHA) to develop a plan that coordinates their activities with the City's overall housing policy. Create a standardized system to collect and share information and feedback on housing related issues and review the existing process used by City Hall to connect with neighborhood and community planning efforts.

Neighborhood health and vitality: The Mayor's Office should meet with neighborhood leaders to develop a list of indicators that will work across all neighborhoods. These indicators should be linked with other city data, including NET, Zoning, DES, and other departments as required, as part of Rochester by the Numbers. Using indicators, DCD should partner with neighborhoods or neighborhood agencies to submit additional funding applications to further support neighborhood revitalization.

A restructuring current resources to form an Office of Neighborhood Resources to coordinate City and community planning efforts is recommended. This office would plan, implement and monitor strategies to revitalize and maintain vital neighborhoods, neighborhood commercial districts, communities and urban villages. It would establish citizen-led planning councils and serve as a one-stop shop for neighborhood leaders.

The external NET Evaluation (CGR, December 2005) should result in recommendations by the new NET Director within the first 100 days by publishing a clear, articulate purpose and mission of NET. The Director and Mayor's Office must define and gain agreement on internal (city) and external neighborhood expectations, and communicate those expectations. Outcome measures for Rochester by the Numbers need to evaluate impact, rather than activities, and should identify other City or private resources that may be needed in specific neighborhoods. NET administrative staff should serve to assist neighbors in accessing City staff, facilitate interactions with departments, and budget for technology to reduce clerical requirements and reliance on paper documents.

Vacant and abandoned properties: The sub-committee recommends streamlining the demolition process and expediting environmental testing on abandoned properties, creating a system to map all vacant structures, including indication of ownership, length of vacancy, land use (zoning) and recommended disposition (sell, demolish, land bank). DCD should finalize the financing structure related to the renewal of the Rochester Asset Control Area Program/HOME Rochester with HUD and local lenders.

The Mayor's Office should investigate the creation and cost of a City Land Bank as a vehicle to dispose of vacant properties. The Mayor also should expand support for foreclosure prevention and financial literacy for new and existing homeowners by collaborating and coordinating with existing service providers and housing groups. The administration should also consider outsourcing the existing down payment program operated by the DCD to an agency responsible for assisting homebuyers and marketing homeownership in the City.

Neighbors Building Neighborhoods: NBN must become what was envisioned and anticipated - true neighborhood planning and authentic inclusion of neighborhood residents and stakeholders, with City staff as facilitators. The sub-committee recommends an evaluation of NBN, using an outside, objective evaluator. This evaluation should consider a restructure of NBN, possibly returning to a

neighborhood planning or development office, supporting formal resident-planning initiatives as well as linking City initiatives to neighborhood representatives.

This evaluation should also re-convene stakeholders in all sectors/neighborhoods, with City staff or other trained facilitators. Ideally, NBN would return to its original process of neighborhood participation with clearly defined basic expectations for organizational structure, requirements for majority neighborhood participation and control. The Mayor's Office should review the latest draft version of the "NBN Institute" for training volunteer leaders, compare this with existing leadership training programs available, and consider partnering with programs already functioning.

Lead Poisoning Prevention: Mayor Duffy should meet with County Executive Maggie Brooks, other elected officials, educational, business, and community leaders to develop a plan for additional governmental and private funding to implement lead reduction strategies. Rochester has the potential to be a national model for lead poisoning reduction, and action at all levels of government is needed to assure success. This group should advocate for funding and development of policies that reduce the financial burden legislation will place on small property owners, such as people with owner-occupied duplexes or who own one or two income properties.

Information and Communications Systems

Support Rochester by the Numbers: It is necessary to identify staff and external consultants that will work collaboratively with all departments to help provide relevant data for tracking current results. This staff will work with the City's Information Systems unit to determine new IT priorities based on user requests and needs.

Implement 311/One Call to City Hall: The sub-committee recommends that the City identify the project scope, initial participating departments, and subsequent milestones.

Improve Online Service Delivery and Information: With Senior Management Team and staff guidance, determine priority of automation projects for online licensing and permits, as well as for purchasing and the sale of City goods. It will be necessary to prioritize design and content changes of City websites, both www.cityofrochester.gov and the City's internal Employee Portal. There may also be a need to define which video streaming projects should be accessed via these websites.

Upgrade Document Management System: City Information Systems staff need to conduct a complete inventory of documents. Once this is completed, the staff and Information Systems Director should choose a document management vendor.

Standardize Enterprise Architecture and Infrastructure: Once such a policy is adopted, communicate and reinforce those standards to all City IT and technology groups. A review and cost benefit analysis of current Novell systems versus Windows is also needed. Software licensing and maintenance costs to install Communications Management Software (CMS) should also be a priority.

Inter-governmental and Inter-agency coordination: The sub-committee recommends that City staff identified to work on IT-related issues meet with representatives of the County and City schools and share the findings of the Information and Communications Systems sub-committee, with possible future participation in a Steering Committee.

IT Steering Committee: The sub-committee recommends that each of the above priority projects have two project leaders. One should be an internal City employee and the other co-leader would be an external volunteer from the Information and Communications Systems sub-committee.

Volunteerism

Community engagement programs: The sub-committee recommends the creation of a mechanism and supporting structure that will enable the City, on a sustainable basis, to recruit and productively engage volunteers for charter-based commissions and boards, community-wide projects and advisory Councils to the Mayor and senior City managers. This will build the capacity for governmental entities to effectively utilize volunteers to provide services and to improve operations as well as helping community-based nonprofit agencies strengthen their performance in managing volunteers.

The City will collaborate with existing initiatives and agencies, and will build on the efforts of existing programs and organizations, providing incremental support to those efforts. This program will include the County of Monroe, particularly in the human services areas, and will take the appropriate steps to assure that collective bargaining agreements will not be a barrier to utilizing volunteers to strengthen the community and its quality of life.

Volunteerism and Community Engagement: This recommendation includes the simultaneous creation of both the Mayor's Office on Volunteerism and Engagement (MOVE) and the Center for Community Engagement. This will be a joint public/private effort, involving the City, an academic institution and a consortium of local foundations. The Center will be housed in the partner academic organization. The head of the Center will be an employee of the academic organization and he or she will also simultaneously be the head of MOVE.

MOVE will be responsible for identifying and vetting candidates for Mayoral appointments to Voluntary boards and commissions, including advisory boards. The Center and MOVE will be jointly responsible for implementation of special projects, acting as a catalyst/general contractor, enabling others to become involved, work with local colleges and universities. Examples include working with City agencies to implement the Mayor's Spring Clean Up project; and working with the Health Department and the Ad Council to promote a lead paint awareness campaign.

Office on Volunteers: The Office will be the home for two groups of efforts: Volunteer Services and Stewardship Advisory Councils. The Office of Volunteers will outsource to existing community volunteer recruitment and deployment efforts. It will be a facilitating and coordinating effort, not an operating agency. The Office's primary focus will be on volunteers interested in supporting City efforts.

Volunteer Services will assume a primary accountability for establishing a Young Leadership Division, aimed at recruitment of 30-and 40-year old volunteers and on tapping (in collaboration with Lifespan) the growing pool of retiree resources. Volunteer matches will focus on Education and Human Services, and will be pursued as partnership and collaborative efforts involving the United Way, RochesterCares and others.

Advisory Councils to the Mayor and his senior staff would serve a dual purpose, providing the Mayor and his senior staff with access to a senior level problem solving and resource network, and a sounding board for testing stated goals and objectives with guidance when necessary for corrective actions. At the outset, three Stewardship Advisory Councils should be established in Public Safety, Economic and Community Development, and City Operations.

Center for Community Engagement: The recommended Center will offer a comprehensive array of programs built solidly on two principles: 1) provisions of what has been proven to work in the business sector as well as the nonprofit sector; and 2) to do so with program partners that have demonstrated their own competence. Much of the governance, strategic management and professional training and development issues are underway.

The Center can act as a catalyst in implementing initiatives that put every possible civic resource to work. This collaborative approach to programming will enable the Center to be lean, thereby modeling the very behavior it is aiming to encourage in nonprofits. A small advisory board, whose membership is drawn from the community, oversees the work of a very small staff, which is housed in the host academic partner organization.

The host partner provides in-kind administrative support; meeting space may be provided by any of the partners. The business plan calls for most programs to generate enough revenue to make them self-sustaining. Start up funding will come from organizations that have a vested interest in more efficient community organizations. The promises to them and to the community are demonstrable savings, increased productivity as well as better outcomes.

Reengineering Government

Rochester by the Numbers (RBN): The sub-committee recommends dedicating staff to Rochester by the Numbers whose central responsibility is data collection, monitoring, and feedback from Departments. Departments are internally responsible for spearheading efforts to develop sets of performance measures and select programs/activities for such measures. Staff must begin to work with departments on implementing RBN measurements and outlining goals that are both internal and external.

For Rochester by the Numbers meetings, group bureaus/departments with similar functions known as “functional areas” should facilitate the concepts and practices of performance measurement which balance campaigns, goals, and performance measures with a new arrangement of functional areas. It is recommended that performance auditing staff be hired to follow up on past external/internal audits, review research and best practices for customer/employee satisfaction survey implementation, and assess performance reporting for grant-funded programs.

Employees need to know how to benchmark and conduct process improvements. Although other management and efficiency techniques were implemented in City Hall, there was not adequate training for staff to evolve the tools to make changes. Training and program evaluation instruction must be continuous to fully immerse bureaus and departments in this program.

One Call to City Hall: It is imperative to ensure that bureau and departmental “silos” are eliminated. Meeting citizen needs first must be the focus. It is necessary to ensure that the infrastructure, IT, training and staff are in place prior to implementation. We recommend that a pilot program be set up with volunteers to evaluate the system and personnel needs prior to going “live.” Resources from the Department of Environmental Service’s Office of Customer Satisfaction, Emergency Communications and Information Systems need to form a working group to identify the actions needed to make the Customer Service Center concept operational for all stakeholders.

A marketing and public information campaign should be established so that citizens understand the form and function of the new system. Employee focus groups can be conducted to learn what tools would best serve citizens and employees. Communication and training are key to the success of this direction-setting initiative, and should include: training employees to handle citizen telephone requests; adopting a standardized approach for addressing citizen calls; giving citizens the option to reach a person rather than leave a voice mail message; and improving access to provide Spanish-speaking contacts

The incoming Administration can demonstrate objectivity and a metrics-based approach by using multiple types of survey data when necessary. We recommend keeping survey instruments concise to ensure higher completion rates from citizens and employees and for prompt implementation.

ROC The Government Coalition: The Commission should identify the City's strengths and weaknesses to develop long-term strategies that improve the bottom line. This means including employee and supplier input as well as examining demographic trends, economic trends, issues in county and other local governments, service demand generators, technology changes and issues, and other emerging issues that will have an impact on the City over the next three to five years.

This committee recommends a "results" perspective, broken into the following categories: Mission (satisfies what the City should be doing, its Strategic Plan, Charter requirements or Administration goals); Satisfaction (derived from citizen surveys and employee feedback); Cost (track over time as a % of operating revenue or a Fund balance); and Cycle time (track the timeframe from complaint to resolution). The City has benefited from competitive proposals for services by expanding resources into other towns (i.e. Brighton, Gates). It is recommended that the Commission also look at efficiency gains of other metropolitan governments that invite competitive proposals for services.

Note: This sub-committee made specific recommendations focusing on the "customer" portion of Information Technology at City Hall that were reviewed and utilized by the IT sub-committee.

Human Resource Engineering: The sub-committee recommends reform of Civil Service hiring practices by changing the exam process (i.e. more frequent exams offered) and by implementing training/preparation programs to better prepare test-takers. This recommendation includes possible utilization of private/non-profit sectors to provide training resources. The Administration should strive to promote regional or overall hiring equity, rather than a strict City emphasis.

To improve Civil Service testing, we recommend seeking external resources for consultative services, choosing an education provider and identifying providers of associated direct services to develop and implement preparatory training programs for test takers who are interested in preparing for civil service job testing. It is also recommended to change testing systems to include on-demand or walk-in testing for fire and police personnel to reduce the lead-time and ensure a larger pool of qualified candidates.

It is necessary to address the high ratio difference between release-time union representation and Bureau of Human Resource Management staff assigned to labor relations and contract negotiation. This may include hiring more staff for the Labor Relations function. The HR department should work with City Hall employees as internal customers to provide assessments of employee training needs and offer performance processes and indicators. A "360 degree" evaluation, where the performance of all levels of staff are assessed and where ideas are employee-generated, is recommended.

Youth Involvement and Action

Mayor's Youth Council: Strong and involved youth voices should be a highlight of the new city administration, as promised and encouraged during the campaign and the transition work. It is recommended that the Bureau of Human Services take a leadership role in facilitating these youth leadership meetings, utilizing other youth agencies and city recreation to encourage youth participation. Mayor Duffy should be visible in these meetings, identifying specific issues and concerns for input from youth.

Alternative Academic Suspension Programs: Using a well-established Clearwater model, the new City administration should examine opportunities to work collaboratively with the Rochester City School District on several initiatives that target the most at-risk students. Alternative programs and supports should be offered that consistently target chronically tardy or truant youth. The expansion of alternative models such as School Without Walls should also be considered.

Establishment of the National Safe Place program: This program will bring much-needed attention to the issue of youth homelessness, neglect, abuse, gang involvement, drug abuse and violence. It is a low-cost, highly effective program that has individual and community benefits and encourages the partnerships between city government, business and local not-for-profit lead agencies. It can be established by capitalizing on existing youth outreach resources, partnering with community based agencies such as the Center for Youth, and by involving the transit authority, recreation and community centers, local law enforcement and local government initiatives such as Pathways to Peace.

Transition Services for Incarcerated Youth: A growing number of these youth re-enter the school system with no services and supports. The sub-committee is convinced that an immediate intervention on behalf of these incarcerated youth who have been remanded to local correctional facilities and then released with no plan for re-entering school and their community must be addressed. Case managers or other significant adult role models and advocates should be identified for every youth transitioning from incarceration.

Youth Safety and Violence: Young people are very concerned about their safety and their inability to travel around the city without becoming victims of violence. The level of youth violence in schools and on the streets impacts their ability to participate in activities, recreation centers, sports, and employment. Youth are asking for "safe passages" to and from city-affiliated programs and suggest an immediate assessment of how additional safety precautions, ranging from free transportation to travel patrols and emergency phones can be provided.

Pride in Neighborhoods: Many young people want to feel proud of their neighborhoods but are painfully aware of the need for rehabilitation and renewal. These youth recommend an immediate

assessment of neighborhood “eye sores” including corner stores and small businesses where drug dealers do business. An active and visible plan for neighborhood renewal would make a positive impact on the way that youth feel about living in Rochester.

Expand Youth Employment Opportunities: More youth employment and apprenticeship programs are needed. Current programs offer too many restrictions and are limited in their availability. We support the recommendation made to Mayor Johnson in his anti-violence work for the establishment of 500 jobs for youth over the next 12 months, with the planning to begin immediately. It is recommended that youth be engaged in preparing for, and obtaining gainful employment within the community as soon as possible. The committee recommends an increase in the number of shadowing programs for youth in new jobs.

RCSD Anti-Truancy Programs: The sub-committee encourages immediate implementation of consistent policies and practices related to truancy, tardiness, transportation needs, and youth violence. The subcommittee suggests that this issue could be one of the first addressed by the Youth Council in a regular meeting with Mayor Duffy. Members of the committee who work in the RCSD described a new procedure involving zone managers who are responsible for taking attendance and reporting absences. We encourage further examination of this new procedure.

Public access/information on youth programs and services: Youth sub-committee members expressed concerns that they did not know about all of the programs and services available to young people in our community. They suggest that an inventory of city-funded and supported programs and services be conducted and that the information resulting from the inventory be made public through a web-based computer program and distributed to schools and other youth agencies.

Enhanced relationships between RPD and city youth: The youth sub-committee members were encouraged by the opportunities to develop better relationships with members of the Rochester Police Department. We encourage the continuation of these relationships and the expansion of youth-RPD programs. Youth need a positive relationship with members of the law enforcement community and so that they feel respected and valued. Having positive access to law enforcement is an immediate recommendation.

100 Day Action Plan: Mayor Duffy's Priorities

100 Day Action Plan: Mayor Duffy's Priorities

The year 2006 brings forth incredible hope and optimism as Mayor Duffy begins his term of office. The recommendations, ideas and suggestions presented by the Transition members were put forth, as one report stated, "in the spirit of profound belief that our City and its government can begin a remarkable period of revitalization and renewal."

After careful review of the full Transition reports, the Mayor convened his Senior Management Team to identify and assign responsibility for his priorities in the First 100 Days in office. Priorities are already under way and will be updated at www.thefirst100days.cityofrochester.gov. While the Mayor has ultimate ownership of all of these goals, he has delegated primary and secondary responsibility amongst his Senior Management Team, as follows:

PUBLIC SAFETY

1. Hire Police Chief

Primary: Transition Chairman Robert Warshaw and Deputy Mayor Patricia Malgieri, for recruitment and selection (continuing from the Mayor's Transition period)

Secondary: Director of BHRM, Edward Ciaschi, for hiring details

2. Create Greater Public Safety Presence

Primary: Police Chief David Moore, on plan design and implementation

Secondary: Director of Labor Relations Blaise Lamphear, to resolve any contractual issues

3. New Police Recruit Class

Primary: Police Chief David Moore, on plan design and implementation

Secondary: Director of the Bureau of Human Resource Management, Edward Ciaschi, to facilitate State Civil Service assistance

4. Revise Police and Fire Recruiting Processes

Primary: Police Chief/Fire Chief/Director of the Bureau of Human Resource Management as a team, to plan and implement changes in procedures

Secondary: Deputy Mayor Patricia Malgieri, to monitor progress of this problem-solving team

5. Design and Implement Strategies for Reducing Violent Crime, Drugs, Guns

Primary: Police Chief David Moore on plan design and implementation

Secondary: Director of Labor Relations Blaise Lamphear, to resolve any contractual issues

EDUCATION

6. **Develop Literacy Campaign**

Primary: Chief of Staff Jean Howard and Library Director Paula Smith, on plan design and implementation

Secondary: Director of the Bureau of Human Resource Management, Edward Ciaschi, on involvement of City staff

7. **Create Anti-Truancy Policy with the Rochester City School District**

Primary: Assistant to the Mayor Darryl Porter, on plan design and implementation

Secondary: Police Chief David Moore, as it relates to implications for enforcement

8. **Design “Summer of Opportunity” youth employment program**

Primary: Chief of Staff Jean Howard, on plan design and recruitment of community partners

Secondary: Assistant to the Mayor Darryl Porter, on implementation

9. **Establish Stewardship Council with the Rochester City School District**

Primary: Deputy Mayor Patricia Malgieri, on plan design and recruitment of partners

Secondary: Assistant to the Mayor Darryl Porter, on implementation

ECONOMIC DEVELOPMENT

10. **Resolve Future of Fast Ferry**

Primary: Corporation Counsel Thomas Richards, with Director of Finance Vincent Carfagna and Director of Budget and Efficiency William Ansbro, on plan design and implementation

Secondary: Staff members of Rochester Ferry Corporation Board, on final disposition decisions

11. **Hire Commissioner of Economic Development**

Primary: Deputy Mayor Patricia Malgieri, on recruitment and selection (in process, from Transition period)

Secondary: Director of Bureau of Human Resource Management, Edward Ciaschi, on hiring details

12. **Decrease Number of Vacant City Homes**

Primary: Commissioner of Community Development Julio Vazquez, NET Director Molly Clifford and Commissioner of the Department of Environmental Services Paul Holahan, as a team, on plan design and implementation

Secondary: Deputy Mayor Patricia Malgieri, to monitor progress of this problem-solving team

13. Create “One Stop Shop”/Single Point of Contact for Investors

Primary: Commissioner of Community Development Julio Vazquez, the Commissioner of Economic Development and Commissioner of the Department of Environmental Services Paul Holahan, as a team, on plan design and implementation

Secondary: Deputy Mayor Patricia Malgieri, to monitor progress of this problem-solving team

14. Promote Arts, Culture and Entertainment as Economic Engines

Primary: Chief of Staff Jean Howard, as liaison to arts community

Secondary: Commissioner of Economic Development Carlos Carballada, as needed

CUSTOMER SERVICE

15. Implement Rochester by the Numbers

Primary: External consulting firm and Senior Management Team, for plan design and implementation

Secondary: Deputy Mayor Patricia Malgieri, as internal driver

16. Increase Responsiveness to Customer Needs

Primary: All members of Senior Management Team, in their own departments

Secondary: Rochester by the Numbers staff, to measure and monitor success

17. Establish Monthly Meetings with Citizens

Primary: All members of Senior Management Team, representing their own departments

Secondary: Deputy Chief of Staff Jean Howard, on scheduling

18. Establish Mayor’s Office of Volunteerism and Center for Community Engagement

Primary: Chief of Staff Jean Howard, on plan design and implementation

Secondary: Assistant to the Mayor Darryl Porter, as needed

19. Undertake Spring Cleaning/Beautification

Primary: NET Director Molly Clifford and Commissioner of the Department of Environmental Services Paul Holahan, on plan design and implementation, and Deputy Mayor Patricia Malgieri, to recruit business and university partners

Secondary: All members of Senior Management Team, to recruit volunteers and to participate